

# The Consolidated Plan for the City of Warwick 2005-2009 Executive Summary

## Executive Summary

### General Introduction

Warwick's Consolidated Plan (ConPlan) is a strategy for the Community Development Block Grant (CDBG) program in the City. The ConPlan includes two parts:

- A strategic plan which outlines goals and priorities to address the City's identified needs for a five year period, 2005-2009 and
- An Action Plan for the program year beginning July 1, 2005. The City's CDBG allocation for the 2005-2006-program year is \$979,806.

The preparation of the ConPlan is the result of a collaborative effort between government/public agencies, housing and community development groups, social service providers and interested citizens. The City of Warwick's Office of Housing and Community Development (OHCD) served as lead agency in coordinating the consultation, planning and submission components.

A key component to the City's CDBG planning is at the neighborhood level. The City has designated five neighborhoods for community development activity, based on income characteristics of their residents: Pontiac, Apponaug, Conimicut, Oakland Beach and East Natick.

The Community Development program has structured a neighborhood planning program that includes continuous resident participation. The plans are drawn one neighborhood at a time with public hearings set to enable residents to determine priorities. The meetings are held in the neighborhood and the priority exercise is reflected in the plan. Thus this systematic neighborhood planning effort provides the "community table" for neighborhood concerns. The neighborhood meetings, facilitated by the planning consultants who write the plan, bring together interested and necessary parties to create strategies and plans that address neighborhood issues.

There are now numerous citizen driven organizations from Warwick's neighborhoods addressing such issues as activities for neighborhood beautification, safety, economic development, making government services and officials more accessible and accountable and providing a voice for specific ethnic groups and geographic areas.

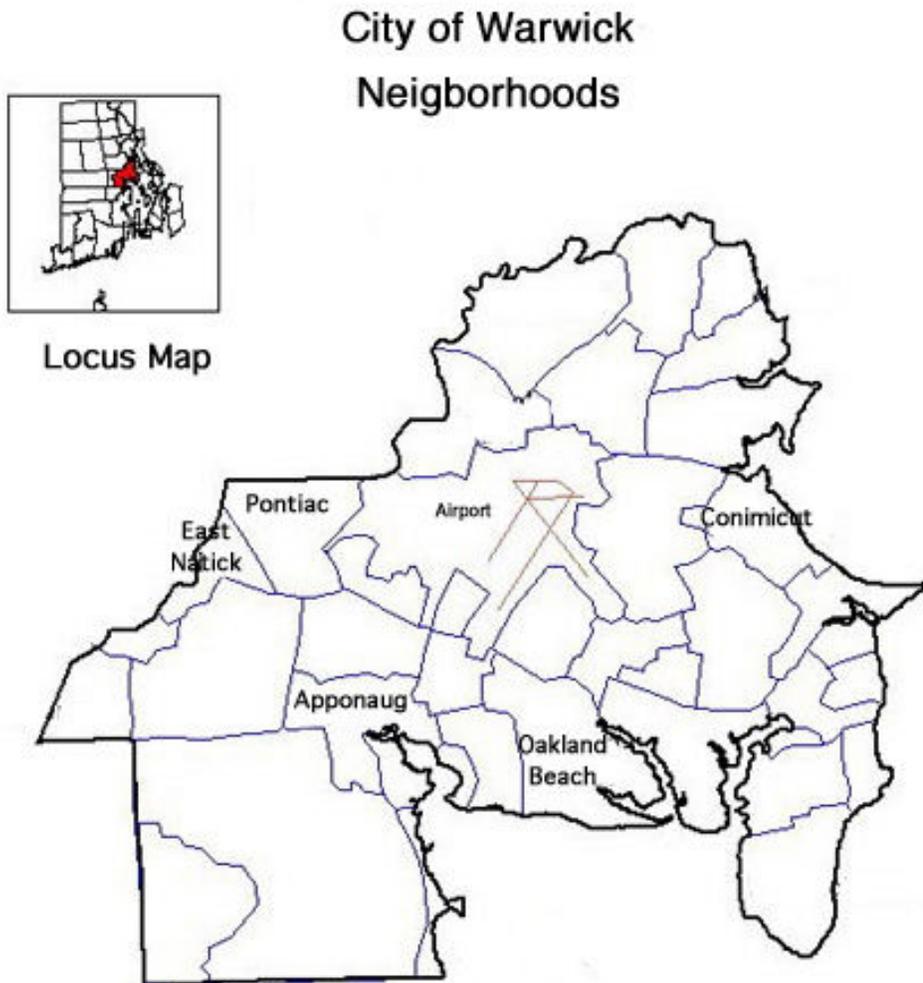
The community development program serves households in other neighborhoods where the household qualifies by income.

In addition to the ongoing neighborhood planning, OHCD followed the adopted citizen participation plan in formulating the ConPlan. The OHCD organized meetings and/or consultations with housing providers and those involved with housing and community

# The Consolidated Plan for the City of Warwick 2005-2009

## Executive Summary

development issues; reviewed existing plans and documents outlining needs, plans and programs in the City; and held specific consultations with social service agencies regarding the housing needs of children, elderly persons, persons with disabilities, homeless persons, children identified as lead-poisoned, and other special needs populations. The OHCD was assisted during the planning process by the Citizens Advisory Committee (CAC). The Citizens Advisory Committee is comprised of five residents of the city who are actively involved in the assessment and determination of community development needs, establishment of funding priorities and on-going monitoring and program implementation. The OHCD maintains open communication lines with the various agencies and non-profit organizations that also deal with housing and community development issues.



# The Consolidated Plan for the City of Warwick 2005-2009

## Executive Summary

### **Community Profile**

According to 2000 Census statistics, the City of Warwick had a total population of 85,808 representing a slight increase of .4% since 1990. The City's population saw a substantial increase from 1950 when there were approximately 20,000 living in Warwick.

Within Warwick's population the race of the householder is divided as follows; 1.2% Asian, 1% Hispanic or Latino, .9% African-American, .2% American Indian or Alaskan Native, and 96.4% White. The age of householder reveals that the majority of households, 26.9%, fall within the elderly category of 65 and older. The next largest cohort is 35-44, 22.4% of the population, and 45-54 years follows at 20.7% of the population. In 2000 there were 37,085 housing units in Warwick and all but 16% of those were built before 1979 before which time, lead paint was used. Of those units, 74% were owner occupied and 26% renter occupied.

The housing conditions have generally improved since the submission of the last Consolidated Plan. Between more rigorous inspection activities and the targeted distribution of minimum fair housing services and programs, the number of code violations has decreased.

### **Housing and Community Development Needs and Priorities**

The housing, neighborhood, social service and employment needs of Warwick are tied directly to the regional economy.

To examine housing need, the ConPlan reviews Warwick's Comprehensive Housing Affordability Strategy (CHAS) data by income, household size and tenure (renter, homeowner). This is presented on the table on housing need and in the text. Available housing resources are considered when analyzing need and priority. For instance, very low income renters are eligible for assistance through the Warwick Housing Authority. The City's principle programs for meeting housing need are:

- The City's Housing Rehabilitation Program
- Assistance given for sewer "tie ins"
- The City's lead hazard reduction program

In the first year, a total of 71 Warwick households are expected to be assisted with these programs in household groups indicated on the Housing Needs table. That total is projected to be 348 households over the five year period, should funding be available.

# The Consolidated Plan for the City of Warwick 2005-2009

## Executive Summary

To meet neighborhood and other community needs, the City of Warwick places a high priority on funding in the following categories of eligible activities in the community development needs table:

- Public facilities and Improvement
- Parks, recreational facilities
- Street improvements
- Sidewalks

Other projects with a high priority are:

- Senior centers
- Homeless facilities (see homeless section below)
- Child Care centers

These improvements, combined with housing rehabilitation and other neighborhood improvement/beautification projects provide a coordinated and effective approach to revitalization and renewal.

### **Partnerships for Housing and Community Development**

The City of Warwick partners with a number of non-profits for program implementation. They include non-profits working with the homeless and abused (see homeless needs, below) and others such as the Kent County Mental Health Center and the Warwick Boys' and Girls' Club.

In particular, the City and the Westbay Community Action, Inc. (Westbay) work closely together. Westbay is the lead agency in anti-poverty programs in Warwick offering programs in the following areas: child care and early education, housing, employment and employment training, youth and senior programs. Westbay provides a safety net for poverty level families.

### **Homeless Needs**

Warwick is served by several non-profits who provide innovative and traditional solutions to the problems of homelessness: The House of Hope, the Elizabeth Buffum Chace Center, Rhode Island Family shelter and Westbay Community Action. These different non-profit organizations offer a range of services including emergency, transitional, and permanent supportive housing. Rhode Island's unique size enables the state to foster a seamless approach to sheltering homeless in the state. Even though facilities are based out of Warwick, their client intake is not exclusive to Warwick. Rather they draw from the entire state of Rhode Island. Likewise, there is a

# The Consolidated Plan for the City of Warwick 2005-2009

## Executive Summary

multitude of facilities throughout the state that service the entire population of Rhode Island, including people who were previously Warwick residents. Those facilities include: Crossroads (formerly Travelers Aid), Women's Center of Rhode Island and Amos House.

Available information concerning the homeless (the Rhode Island Emergency Shelter Information Project's Annual Report) indicates a growing need. This trend reflects the national trend. Specific information on the homeless need is presented in the Homeless Need table in the Plan. Individuals reported with severe mental illness and those with chronic substance abuse reflect a problem that can also be linked to the need in the non-homeless population. To meet this need, each of the City's non-profit partners expects to expand their facilities and services.

### **Non-homeless Population**

The non-homeless special needs population defines the community need within Warwick's elderly, frail elderly, those with severe mental illness, the developmentally disabled, those with alcohol and drug related addictions, persons with HIV/AIDS, and public housing residents. Some of the non-profits providing housing and services to this population in Warwick are: Ocean State Aids, Kent Center, OSCIL, Warwick Housing Authority, and the Kent County VNA. Given limited community development funding, Warwick ranks priority for meeting these needs as a "low", with exceptions for housing for public housing residents and supportive services for public housing residents.

### **Public and Assisted Housing**

The City works closely with the Warwick Housing Authority (WHA) in planning and implementing housing and community development programs. The WHA, with over 50 years of institutional history in Warwick, currently assists over 760 households in the Warwick through its Public Housing, Rental Assistance, and Resident Service programs. The WHA units are complemented in Warwick by other units publicly subsidized and privately managed.

### **Lead-Based Paint Hazards**

The City of Warwick has 25,891 housing units assumed to have lead paint (built before 1978). The City instituted a lead paint hazard reduction program in 2003. The lead program educates the public to lead hazards and actually reduces lead hazards for qualified households. The lead program, which will reduce lead hazards in 125 households, works closely with the housing rehabilitation program.

# The Consolidated Plan for the City of Warwick 2005-2009

## Executive Summary

### **Affordable and Fair Housing**

Housing affordability is a critical issue for Warwick. For instance, the purchase price for a single family home in Warwick increased by 76% in one recent five year period. The City is addressing the issue with the following steps: tax policy, zoning and non-profit development of affordable housing. In addition, the Mayor appointed an Affordable Housing Task Force which works continuously on the issue.

The affordable housing was one of several issues reviewed with recommendations in the Fair Housing Plan for the City of Warwick, completed and adopted in 2004.

### **Annual Action Plan — FY2005-2006**

The City of Warwick will submit to the U.S. Department of Housing and Urban Development (HUD) the Final Housing and Community Development Action Plan for Fiscal Year 2006. The plan identifies the use of CDBG funds available that address the priority needs established in the City's Five Year Consolidated Housing and Community Development Plan Fiscal Years 2005-2009 and serves as an application for federal funds.

The 2005-2006 Annual Action Plan, Part IV of the Consolidated Plan, contains the City's proposed projects, programs and funding to be carried out with CDBG funds for Fiscal Year 2006 which begins July 1, 2005.

### **Description of Projects and Resources**

#### Community Development Block Grant

The primary source of funding to meet community needs presented in the Annual Action Plan is the Community Development Block Grant (CDBG). The funding available for the 2005-2006 fiscal year is \$979,806. The budget for the use of these funds is presented below. Also represented is "other funding". This funding comes from a variety of sources including fundraising from private sources and the receipt of grant money from public and foundation sources.

The Consolidated Plan for the City of Warwick 2005-2009  
Executive Summary

<u>Public Service</u>	<u>Amount</u>	<u>Other Funds</u>	<u>Description of Activity</u>
EBC House Inc.	\$13,000	\$21,000	Youth Programming
Warwick Boys & Girls Club	\$15,120	\$362,880	O.B. Branch Operations
The Kent Center	\$20,025	\$96,475	Victims of Trauma
Indigenous People Organization	\$6,000	\$37,390	Youth Program
JONAH	\$7,000	\$125,623	Human Service Program
Kent County VNA	\$12,000	\$13,000	CARE Program
House of Hope	\$21,000	\$1,437,900	HOPE Program
Cornerstone Adult Services	\$15,000	\$708,970	Alzheimer's Program
RI Family Shelter	\$19,880	\$279,606	Shelter, Safety Program
Westbay Community Action	\$11,000	\$882,751	Children's CaseMgr
Westbay Community Action	\$29,000	\$1,431,390	Social Services CaseMgr
Westbay Community Action	\$5,000		Emergency Housing
Sexual Assault & Trauma Resource Ctr	\$3,000	\$281,354	Children's Advocacy Ctr

<u>Public Facilities &amp; Improvements</u>	<u>Amount</u>	<u>Other Funds</u>	<u>Description of Activity</u>
Cornerstone Adult Services	\$34,440	\$16,880	Phase II Construction
Kent Center	\$83,333.33	\$6,416,667	New Facility
Westbay Community Action	\$100,000	\$400,000	Housing Project
Westbay Community Action	\$25,000	\$448,569	Home Repair Program
Westbay Community Action	\$40,000	69,722.09	Renovations

Affordable Housing Initiatives \$61,406

<u>Rehabilitation/Preservation</u>	<u>Amount</u>	<u>Description of Activity</u>
Pontaic	\$100,000	Neighborhood Improvement
Apponaug	\$100,000	Neighborhood Improvement
Conimicut	\$100,000	Neighborhood Improvement

Program Planning/Admin. OHCD

Warwick Office of Housing  
& Community Development \$276,375 CDBG Prgm Administration

Total \$979,806

# The Consolidated Plan for the City of Warwick 2005-2009

## Executive Summary

Funds unencumbered from previous years in the CDBG budget total \$381,790. This includes funding for the following projects:

EBC House	\$6,493
Norwood Village	\$4,036
Pontiac Village	\$65,083
Riverview	\$23,720
Conimicut Village	\$38,500
Oakland Beach	\$124,837
East Natick Village	\$33,695
Apponaug Village	\$89,458

In addition, \$409,000 income is expected from the revolving loan (housing rehabilitation) program over the next fiscal year. These funds will be used to keep the revolving loan program funded.

### Additional HUD Funding

The City received 1,887,000 grant from HUD's Office of Health Homes Lead Hazard Control Program. The grant funds became available in October 2003 program funds are to be expended by June 2007. The Lead program is mentioned throughout the Consolidated Plan. The Warwick Housing Authority receives an annual capital improvement budget of \$500,000 as part of its annual contribution contract. HOME funds, through Rhode Island Housing, finance housing programs and projects in Warwick. Rhode Island Housing also coordinates the Continuum of Care which distributes McKinney-Vento funds to non-profits in Warwick. Emergency Shelter Grants are also received by non-profits in Warwick.

### Federal Funding

The principal additional Federal housing resource is the tax credit program, administered through Rhode Island Housing. Tax credits are used to create affordable housing. There are other examples of Federal funding meeting community needs in Warwick. For instance the U.S. Department of Health and Human Service fund non-profits for such programs as the WIC program. Those funds flow through a "block grant" to the State of Rhode Island. U.S. Department of Transportation funds R.I. Public Transportation Authority (see below). Department of Labor funds are used for job training. Small Business Administration funds business counseling.

### State Funding

The principal resource for housing in Rhode Island is Rhode Island Housing (RI Housing and Mortgage Finance Corporation) which distributes tax credits and below market loans for housing. The Rhode Island Public Transit Authority (RIPTA) provide transit service to Warwick. Other state agencies assist non-profits Warwick with small grants.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## General

### Strategic Plan

#### General Questions

1. Warwick is located 10 miles south of Providence on the Narragansett Bay. The City has the second largest population in the State. Over the next 5 years, community development renewal work will take place in the following neighborhoods:
  - a. Pontiac
  - b. Apponaug
  - c. Conimicut
  - d. Oakland Beach
  - e. East Natick

The community development program serves households in other neighborhoods where the household qualifies by income.

The basis for allocating community development programs geographically is the concentration of low and moderate income households in the neighborhoods to be served.

2. The Consolidated Plan priority needs are assigned in this Consolidated Plan based on: outreach, research, staff knowledge, city planning efforts and consultant input. (See also Priority Needs Analysis and Strategies below). An ongoing system of strategic neighborhood planning for the community development program determines project and investment location and priority. Each neighborhood has a neighborhood plan completed, with the assistance of a consultant. The consultant works with the residents of the neighborhood to develop a capital improvement program. Residents also determine priority need.

Social services priority and location considers the need of the neighborhoods. Also, community development staff works with non-profit providers to consider community and area wide needs and program/project location.

3. The obstacles to meeting underserved needs are as follows:
  - a. **Cost of housing.** Market forces have increased the cost of all residential sites and units. For instance, the average purchase price for a single family home in Warwick (including condominiums), went from \$125,000 in 1999 to \$220,000 in 2004, an increase of 76%. (See Housing Market Analysis, Barriers to Affordable Housing below)

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

- b. **Lack of vacant land.** Warwick is essentially a “built out” community, leaving few vacant sites for the development of affordable housing or new capital improvement for other services.
- c. **Age of housing stock.** Most of the housing in Warwick was built before 1978 and has come presence of lead.
- d. **Expansion of T. F. Green Airport.** Including commercial rezonings for attendant land uses and direct airport expansion, the Warwick Planning staff estimates that the City will lose 1,885 residential units over the time period between the years 1983 to 2010. The majority of those units are entry level units for homebuyers in Warwick. The effect of this expansion is two-fold, the lost units lost decrease the opportunity for entry level homeownership or lower market level single family rental in Warwick. Also, these home purchases by the airport put pressure on the prices of remaining housing in the city.
- e. **Changing public policy.** Changing budget priorities at the state and Federal levels often make longer term planning difficult.
- f. **Coordination of non-profit activities.** Often non-profits who would like to partner with the City pursue similar agenda, particularly for housing. This can lead to a duplication of effort.

## Managing the Process

1. The Office of Housing and Community Development in the City of Warwick is the lead agency for overseeing the development of the Consolidated Plan. In addition, the Office of Housing and Community Development is the lead agency for overall administration of the programs covered by the Consolidated Plan. The City has contracted with a number of private, non-profit agencies, including the following, for program implementation:
  - Westbay Community Action
  - Elizabeth Buffum Chace House
  - The Kent Center
  - Warwick House of Hope
  - Rhode Island Family Shelter
  - Warwick Boys’ and Girls’ Club
2. The formulation of the Consolidated Plan was based on research, consultation and collaboration. A consultant, Mr. Dan Cahill, was retained by the City to assist in completing the Consolidated Plan.

Research sources included the U.S. Census; housing reports generated by the State of Rhode Island, RI Housing, the RI Housing Resources Commission and, the RI Health Department among others.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

Consultations with non-profit and public agencies at the state and city level were wide ranging and complete. A number of these agencies provided important documentation which was considered in the Plan. Managers of these agencies assessed needs and priorities, using a five year “horizon” model. Public hearings complemented this outreach work. A focus group was also held with non-profit housing providers in Warwick. The Community Development Advisory Committee was also included in the planning efforts, especially for the Annual Action Plan

After community outreach, the staff and the consultant formulated the Plan. The Mayor will review and approve the Consolidated Plan before submission to HUD.

3. The following is a list of consultations completed for the Consolidated Plan.

City of Warwick:

- Mayor Scott Avedisian
- Office of Housing and Community Development
- Planning Department
- Building Department
- Department of Human Services
- Police Department

- Rhode Island Division of Behavioral Health
- Rhode Island Division of Developmental Disabilities
- Rhode Island Developmental Disabilities Council
- Rhode Island Health Department
- Rhode Island Housing
- Rhode Island Housing Resources Commission
- Governor’s Commission on Disabilities
- Governor’s Advisory Commission on Hispanic Affairs
- Rhode Island Airport Authority
- U.S. Department of Housing and Urban Development – Providence Office
- Community Provider Network of Rhode Island
- House of Hope
- Rhode Island Family Shelter
- Ocean State Center for Independent Living
- The Kent Center
- The Kent House
- Rhode Island Housing Network
- AIDS Care Ocean State
- Rhode Island Association of Realtors
- Westbay Community Action

The consultant also attended several board meetings to assess needs, including:  
Mayor’s Committee on Disabilities  
Mayor’s Affordable Housing Committee.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

In addition, a focus group was held on providing housing in Warwick, including a number of non-profit providers and the Warwick Housing Authority. A letter was sent to the adjacent communities notifying them of the Consolidated Plan process and inviting their consultation.

## **Citizen Participation**

1. The City of Warwick has been following a Citizen Participation Plan that meets the requirements of Section 104(c)(3) of the Housing and Community Development Act of 1974, as amended, during the administration of its Community Development Block Grant program. That plan, with an updated schedule is available from the Community Development Department.

The development of this Consolidated Plan was formulated, in part, with input received as part of the citizen participation process and consultations with other entities.

The first informational meeting was conducted on November 30, 2004 to describe the Consolidated Plan and application process. On April 12, 2005 a public information session was held in the Warwick City Hall to describe the process again and request input on housing and community development needs. In addition to the discussion of needs, information was provided regarding the CDBG program, the projected amount of funds to be received under the program, eligible activities and past use of CDBG funds.

A focus group was held concerning homelessness in City on March 22, 2005.

The Mayor has approved the program and signed the attached certifications.

This final Consolidated Plan reflects comments and suggestions received as part of the Citizen Participation process. Copies of notices, and other citizen participation documentation are incorporated in Appendix 1.

### **Public Notice**

On April 8, 2005, the City published a Notice of Availability for Review of the Proposed Consolidated Housing and Community Development Plan. This notice, which is included in Appendix 1, contained a summary of the Proposed Consolidated Plan; proposed projects and funding allocations for the FFY 2005 program year beginning July 1, 2005; the locations where the document was made available for review; and the date of the Public Hearing on the Plan. Copies of the Proposed Consolidated Plan were available for review at the Warwick Public Library, the City Clerk's Office and the Office of Housing and Community Development.

2. There were no written citizen comments.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

3. The City of Warwick took several steps to broaden public participation in the development of the Consolidated Plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities. For instance, consultations were undertaken with the following agencies/non-profits:
  - Governor's Commission on Disabilities
  - Governor's Advisory Commission on Hispanic Affairs

The City of Warwick also has a Fair Housing Committee and the Mayor's Committee on Disabilities. The consultant met with both groups.

Translation services were offered for all meetings. Public hearings were advertised in the Providence American, Warwick Beacon, and The Providence Journal.

## **Institutional Structure**

1. The Mayor, who is the Chief Executive Officer of the City of Warwick, has statutory responsibility for community development and other City programs. The Mayor signs all certifications. The Mayor has delegated his responsibility to the Office of Housing and Community Development which has primary responsibility for the planning and implementation of housing and community development programs in the City of Warwick. The Program Coordinator is assisted by other support staff in program planning and implementation. The Mayor and staff are advised by the Community Development Advisory Board.
2. There are several strengths in the delivery system for community development. Staff continuity and professionalism have helped to build a strong system for program implementation. Mr. Kevin Sullivan, the Program Coordinator, has a total of 16 years of service in the department at a management level. Bill Facente, the Housing Officer, has 10 years with the City. Mr. Brian Costa, Project Manager, has over 10 years of service in the department. One project that has benefited from this staff continuity is the Warwick Housing Rehabilitation program with now has over \$1,900,000 in assets, in the form of outstanding loans, which generate program income.

The City also benefits from close interdepartmental cooperation. Both the Public Works and Warwick Sewer Authority help to implement the community development program.

City staff also works closely with the Warwick Housing Authority and a number of non-profit agencies who have regional programs and are headquartered in Warwick. Non-profit housing agencies that are partners with City of Warwick are: House of Hope, RI Family Shelter, and the Elizabeth Buffum Chace Center. The City partners with Westbay Community Action for a wide range of service and housing programs. Other service

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

organizations include the Kent Center for Human and Organizational Development, the Ocean State Center for Independent Living, and the Boys and Girls Clubs of Warwick.

Gaps in the delivery system for community development include the inability to respond to housing need because of the high price of housing and housing development. Because of the higher price of real estate, a deeper subsidy is required to for assisted or affordable housing programs.

3. The Warwick Housing Authority (WHA) has a close working relationship with the City of Warwick, at both the executive and staff levels. The five Warwick residents comprising the Authority's governing board are all appointed by the Mayor. The Authority's staff works closely with the City in program planning. For instance, the newly instituted Lead Hazard Reduction program includes an incentive for Section 8 landlords, which is designed to benefit tenants and assist the WHA in interesting landlords in the Section 8 program.

The City staff solicits the input of the WHA executive director in preparation of the Consolidated Plan. Likewise, the WHA executive director consults with the City Community Development and Planning staff in the preparation of the WHA's Five Year Plan. The WHA hires its own staff and procures goods and services and contractors, with no relationship to the City's organization. Any building improvements are done in accordance with the City codes. There is no housing demolition planned. If the WHA undertook any disposition, demolition or new development, the WHA Executive Director would consult with the Mayor, the Planning staff, and the Community Development staff. The WHA would work within the zoning and building by-laws. For instance, the WHA has been working with the City on the possible disposition of Fr. Olsen Terrace and a new public housing development.

## **Monitoring**

Monitoring the community development program is a continuous process. The City of Warwick works to determine if programs and services are meeting their stated objectives and are in compliance with HUD requirements. The monitoring process includes on-site visitation and regular review of monthly performance reports and payment requests.

The community development staff monitors all program activities, including those managed by the department, other city departments and subrecipients. Subrecipients may include other government agencies, non-profit agencies or private entities.

The Consolidated Annual Performance and Evaluation Report (CAPER) is prepared annually and submitted to HUD. The CAPER is a summary document, reporting on the year's activity and an important monitoring tool, assessing the overall progress of the Consolidated Plan.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Objectives

Monitoring will be used to identify specific compliance deficiencies, request corrections and reinforce or improve grantee performance by providing guidance and making recommendation. Specific objectives of monitoring include the following:

1. Verification of the accuracy of sub recipient's records
2. Confirmation of the accuracy of information presented in the Consolidated Annual Performance and Evaluation Report (Caper)
3. Verification that grantees' use of funds is consistent with their stated objectives
4. Identification of potential problems or the apparent causes of actual problems
5. Corrective action in the case of a problem

## Guidelines

The frequency and intensity of monitoring will be determined for each sub recipient by an annual assessment of several risk factors associated with the administration of the assisted activity or service. The following criteria are used to determine the level of risk, which will then determine the appropriate monitoring activities:

1. The type of activity being assisted
2. The length of time activity has been managed
3. Whether the funded activity provides a direct benefit that is consistent with at least one national objective
4. The amount of CD funding being provided
5. The number of years that the program or service has been federally funded
6. The agency's prior history and level of success in administering CD funded and other types of programming, including any record of non-compliance
7. Recent staff turnover, particularly CD funded staff and
8. The Program's track record with regard to problems and problem resolution

The minimum level of monitoring will consist of in-house reviews on a quarterly basis of the sub recipient's performance reports and the supporting documentation submitted with request vouchers for reimbursements. The performance report will be examined to determine if the actual accomplishments meet the stated goals and objectives contained in the sub recipient agreement. This examination will also determine if time schedules are met and whether projected work units, caseload or other performance indicators are achieved. Sub recipient request for payment will be approved only if: the request includes program reports and back-up documentation, the request complies with the sub recipient agreement, reimbursements are for eligible costs and are reasonable, and if the program is still operational.

Warwick has undertaken a monitoring procedure that includes five specific steps including a procedure to set up the monitoring visit and report the results to the sub recipient or monitored agency. Warwick has also instituted a system for early warning/early response of problems

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

issues; intervention for more serious or persistent problems and a “red alert” for serious and persistent problems with a sub recipient.

Additional monitoring activities will be undertaken as needed including increased telephone contacts, more frequent on-site visits and request for additional program and financial information.

## Evaluations and the performance measurement system

The performance measurement system currently being developed by the City of Warwick requires the selection of

- inputs,
- outputs,
- outcomes and
- indicators

These measurement factors will apply to a variety of conditions and needs within the community. These factors are defined in relations to the goals and objectives established in the Consolidated Plan.

Evaluation will be a continuous process subject to ongoing revisions. The performance measurement system will start with several projects and expand to cover all projects funded by the community development program. The performance measurement factors will be refined to ensure that the measurement will be useful to the decision-making process.

The focus of evaluation will be to measure actual progress in addressing community needs and determining to what extent each of the assisted programs contributed to overall progress. The performance measurement process will draw a distinction between the efficiency of programs and their effectiveness.

Evaluation of programming will generate information needed to:

1. Determine community progress towards achieving the goals of the Consolidated Plan
2. Drive the grantee selection process and allocate resources more effectively
3. Identify areas in need of improvement
4. Engage in benchmarking to identify best practices in the delivery of services
5. Provide a basis for comparing the achievement of assisted programs with those on other communities and
6. Continually improve and refine the performance measurement system

The performance measurement system will determine the effect of assisted programs and services in achieving HUD national objectives and other specific goals and objectives of the Consolidated Plan

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Priority Needs Analysis and Strategies

1. Priority needs were assigned based on:
  - Outreach to the community. Needs were identified by participation in public hearings and proposals received from non-profits. Consultations were completed with community stakeholders who also identified priorities.
  - Staff experience. Staff with extended tenure in their positions has identified needs and projects/programs to meet those needs.
  - Research and consultant input. The 2000 Census and the CHAS tables assisted in reviewing need and program definition.
  - Neighborhood planning. An extensive neighborhood planning effort in Warwick defines needs and priorities for each neighborhood.
2. Obstacles to meeting underserved needs are as follows.
  - Increasing real estate values in the region. These increases mean that affordable and assisted housing is more expensive to provide those in need.
  - Changing public policy. Changing budget priorities at the state and Federal levels often make longer term planning difficult.
  - Coordination of non-profit activities. Often non-profits who would like to partner with the City pursue similar agenda, particularly for housing. This can lead to a duplication of effort.

## Lead-Based Paint

1. The City of Warwick has 25,891 housing units assumed to have lead paint (built before 1978). Of these, 3,364 are estimated to be occupied by very low income households; 7,508 housing units are estimated to be occupied by low income households; and 10,874 housing units occupied by moderate income households.
2. The City has instituted a lead paint hazard reduction program, which began in 2003, and is funded by HUD as part of the Lead Hazard Paint Reduction Program.

Some of the specific program outputs are:

- Hazard reduction for 125 housing units
- Conduct lead clearance testing on 125 units
- Institute an education/outreach program that will provide the community with information on lead hazards and the Program
- Assist 100 families with the temporary relocation during rehab work

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

- Partner with non-profits, including WestBay Community Action, and government entities such as the Warwick Housing Authority and the Rhode Island Department of Health
- Provide cleaning materials for 400 households both directly and through community based organizations.

The program outcomes include:

- A better informed population will lead to safer household practices and fewer poisoned people
- 125 lead safe housing units and an estimated 75 children living in those units with decreased risk of lead poisoning
- Improved cleaning habits and less risk of lead poisoning for those households
- Affordable housing is increased and retained. Affordable rents will continue to be offered on all rental units assisted. A special incentive will attract more Section 8 units to the Warwick Housing Authority. The result will be additional Section 8 units and continued affordable rents on all rental units to add to/continue affordable housing in Warwick.

The City is integrating the lead hazard reduction program with other community development projects, objectives and outcomes in several ways.

The Office of Housing and Community Development of the City of Warwick (the Department) has program oversight and day-to-day responsibility for the lead hazard reduction program. Extensive professional development has occurred since the lead hazard reduction program was instituted. Staff members have attended conferences, dealt with lead hazard regulations directly and worked with lead contractors (inspectors etc). One staff member has obtained a Lead Inspector Technician License. The participation of the department's professionals in the Program will also insure the sustainability of lead hazard reduction. Two new positions have also been added to the City staff to implement the program.

The City also provides "complementary rehabilitation" in each unit where lead hazard reduction takes place. This work covers building code violations and other improvements to the housing stock. In fact, the building official "signs off" on all rehab and lead projects. The building department also makes referrals to the lead program.

The Office of Housing and Community Development has forged a closer relationship with WestBay Community Action, which is a lead center for the state. WestBay provides community outreach through its WIC program, so the Office of Housing and Community Development has a link to that affected population as well.

The Warwick Housing Authority is able to offer a special incentive to its Section 8 landlords because of the program. Any Section 8 landlord participating in the program will have their

## The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

deferred loan forgiven at the rate of 20% per year as long as the unit is under the Section 8 (existing) program. This will provide an incentive for landlords to participate in the Section 8 program and overcome an objection that the WHA has encountered from landlord/investors who indicate that the Sec 8 program regulation and rehab work is prohibitively costly. Thus the Lead Hazard Reduction Program will leverage Section 8 resources to make assisted housing available in Warwick and address a chronic need for additional Section 8 rentals. Also, existing landlords under the Section 8 program are eligible for this benefit.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Housing

### Priority Needs Analysis and Strategies

1. The housing needs and priority housing needs for the City of Warwick is presented in the Housing Needs Table (see appendix), which is summarized below. The types of households in that table are defined below:

Elderly Households: 2 persons with either person 62 years or over.

Small Related Households: 2 persons, neither person 62 years or over, or 3 or 4 persons.

Large Related Households: 5 or more persons.

All Other Households: Elderly non-family households (1 or 2 person non-family households with either person 62 years or over) or non-related persons in the same household.

#### Very low income households (0 to 30% of Median Family Income)

##### *Renters*

For the elderly in this category, 44.7% have a cost burden of greater than 30% of their income spend on housing. A total of 81.5% of the small related households have a cost burden of 30% or great, 74.8% have a cost burden of 50% or greater. For the households in the large related family category, 81% have a cost burden of over 30%; 35.7% spend over 50% of their income.

The needs for renters at this income level are met in part through the Warwick Housing Authority.

##### *Owners*

Owners in this income category account for a total of 1,616 Warwick households. Elderly and small related families have the highest incidence of need: 84% of elderly owners paid 30% or more of their income for housing and 86.2% of small related households suffer under a cost burden of 30% or more. These are the priority categories for the City of Warwick.

#### Low income households (30% to 50% of Median Family Income)

##### *Renters*

Elderly households, with a total of 772 households in this category, comprise the largest share of renters in this income group. Of this group, 54.1% have a cost burden over 30%

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

of their income. Small related households are 368 in number, with a high 78% of households at a cost burden greater than 30%. These two are priority categories for the City of Warwick.

Again, many renters in this income are eligible for housing through the Warwick Housing Authority.

## *Owners*

This category represents the second largest owner income grouping of Warwick's population (a total of 2,212). A priority label was given to this category based on the need within the elderly, small related, and large related households:

- 31.6% of the elderly population has a housing cost burden greater than 30%
- 76.7% of small related households has a housing cost burden over 30% is and respectively.
- 92.9% of large related households has a housing cost burden over 30%

## Moderate income households (50% to 80% of Median Family Income)

### *Renters*

The small related households represented a large share of these renters, 20.7% of whom had a cost burden over 30%. This group of small related households, along with the elderly and large related households are the City's priorities in this category. There are 138 large related households, 48.6% of who have a housing problem. Also, 206 or 39% of elderly households have a cost burden greater than 30%.

### *Owners*

Of the elderly households in this category, 22.4% faced a cost burden of 30% or greater. In the small related households group 54.3% had a cost burden over 30% while 57.3% of large families had a similar cost burden of greater than 30%. All three categories are a priority for the City.

## 2. Categories of Persons Affected

### Minorities

According to available data, Warwick has a disproportionate housing need for minority groups in certain household categories. Basically, this means that the need in these categories was at least 10% greater than that of the majority population. The need was greater for minorities in the following categories:

- In the 0 to 30% of median family income  
For renters: small-related, large-related, and the "all other" households categories

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

- In the 30% to 50% of median family income category  
For renters: small-related, large-related, and the “all other household” categories  
For owners: small-related and large-related categories
- In the 50% to 80% of median family income category  
For renters: the small-related and large-related categories  
For owners: all categories

## Disabled

According to available statistics, there is a housing need for households with a disabled member, according to defined income categories, as follows.

- For those with an income 0 to 30% of median family income: 884 households with a disabled member have a housing problem (66% of households with a disabled member in this income category).
  - For those with an income 30% to 50% of median family income: 430 households with a disabled member have a housing problem (46% of households with a disabled member in this income category).
  - For those with an income 50% to 80% of median family income: 406 households with a disabled member have a housing problem (34% of households with a disabled member in this income category).
3. The assignment for priority of needs to be met with Warwick’s housing and community development activities came from several sources. Outreach to the community was a consideration for this assignment.

The citizen participation plan provided a structure for public hearings and a focus group that were held at a time and place convenient for input from interested parties. This input was received from the Warwick Fair Housing Committee, the Warwick Affordable Housing Committee and the Mayor’s Committee on Disabilities. Participants provided extensive comment on priority needs. Meetings and consultations were held with agencies, government entities and non-profits.

As noted above, one of the strengths of the community development program in Warwick is the continuity of staff experience. This continuity provides in depth knowledge of housing needs and program/projects to meet those needs. The staff was complimented by consultant services.

CHAS Information provided by HUD profiled housing need by income category, housing tenure (owner vs. renter) and household size.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

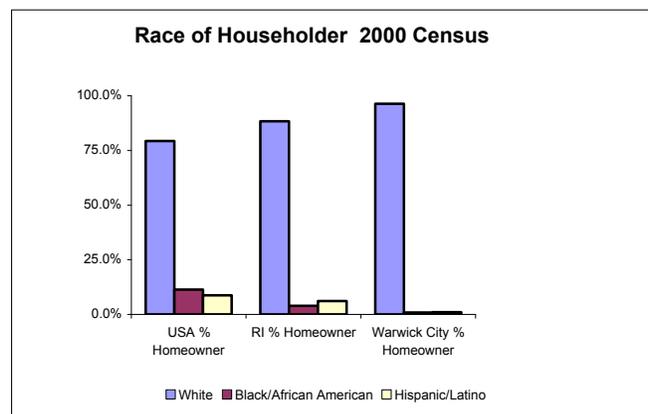
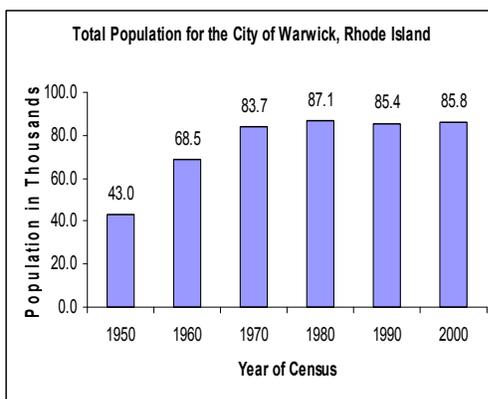
## 4. Obstacles to meeting underserved needs were:

- Increasing real estate values in the region. These increases mean that affordable and assisted housing is more expensive to provide those in need.
- Changing public policy. Changing budget priorities at the state and Federal levels often make longer term planning difficult.
- Coordination of non-profit activities. Often non-profits who would like to partner with the City pursue similar agenda, particularly for housing. This can lead to a duplication of effort.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

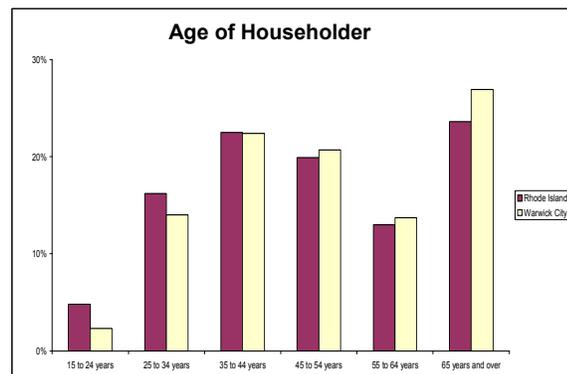
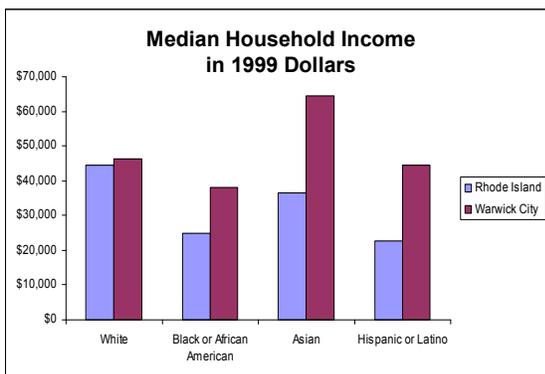
## Housing Market Analysis

- Warwick is located within the Providence metropolitan area, in a category referred by Rhode Island planning agencies as the urban core. Warwick's population has grown from 20,000 in 1950 to 85,000 in 2000.
- Population growth had been continuous from 1950 to 1980; there was slight decline from 1980 to 1990. Three primary causes: family size declined, use of all developable property, changing land uses from residential to commercial.
- Warwick differs from other communities in "urban core" by several characteristics. Most of the cities population growth came after World War II, making the character of the City essentially "suburban" in nature.
- The population of Warwick is diverse although not as diverse as the state as a whole. However, the rate of growth for minority groups between 1990 and 2000 was significant. The Black population in Warwick increased by 47%, the Asian by 79% and the Hispanic by 62%. With the exception of the Hispanic population, this rate of growth was faster than the state as a whole.



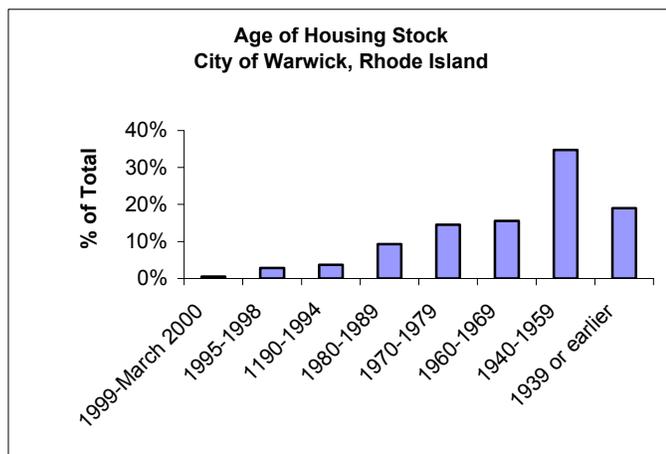
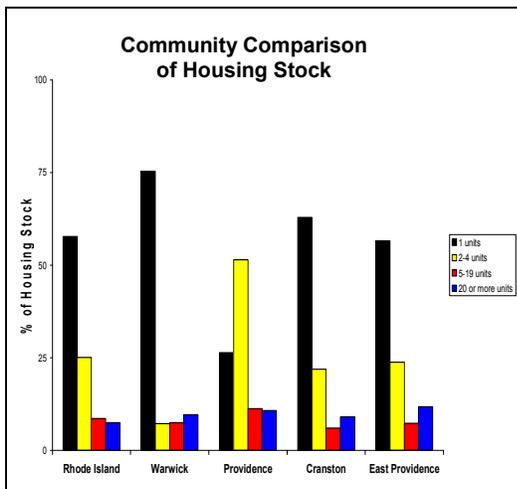
# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

- Minorities are generally widely dispersed throughout the city of Warwick. There does not appear to be any significant concentration by neighborhood. There is a slight concentration of Hispanics and Blacks in the north central portion of the City. This appears to follow a settlement pattern of these minority groups from Providence, through Cranston, with some influence from West Warwick. These neighborhoods also have a higher percentage of multi-family housing and access to mass transit. There did not appear to be any overt discrimination in housing availability due to race. The Asian settlement pattern is different with a slightly higher settlement pattern in western, south and the southeastern part of Warwick.
- The cohort age of householders in Warwick closely parallels the state. There are slightly more elderly householders (65 and older) than the state; this segment has grown in Warwick from 23% in 1990 to 26.9% in 2000.
- The median housing income for the total population in Warwick is significantly higher than state. The higher income confirms that Warwick is a residential destination for 2nd and 3rd generation Rhode Islanders whose earning ability has increased compared to previous generations.
- For the following minority groups, the income is also higher: Black, Hispanic and Asian.



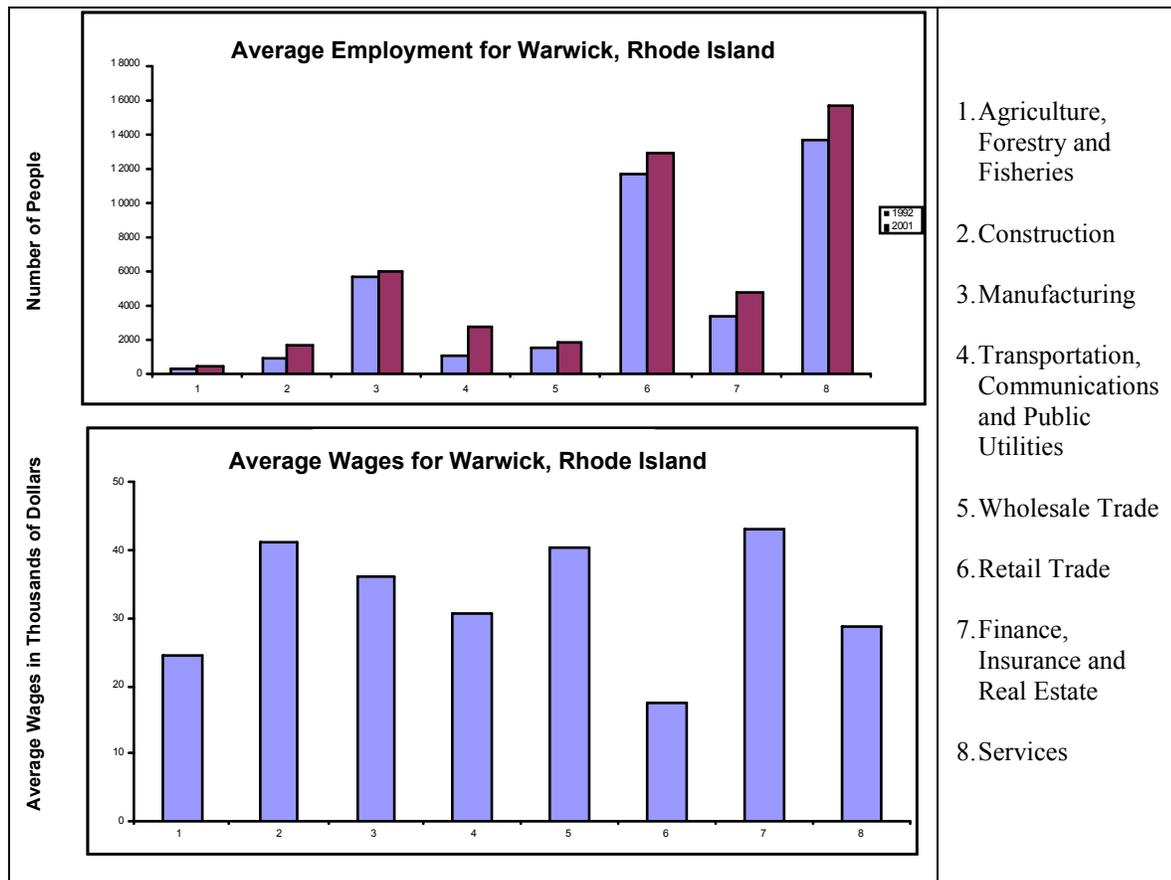
# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

- Of the 37,085 housing units in Warwick counted by the 2000 Census, 75% were single family and 24% were multi family. Again, the higher percentage of single family homes reflects the suburban nature of the community.
- The majority of the rental units are in buildings with 10 or more units, typically built in the last quarter of the last century, along arterial roadways in Warwick.
- Of these total housing units, 24,882 were owner occupied (74%); 8556 were renter occupied (26%). This was a slight change from 1990 when 72% were owner occupied.
- However, a significant number of rental units are from 2 to 9 units per building, many of these are in a neighborhood setting constructed as duplexes. Also, Warwick has a significant number of accessory apartments
- All but 16% of the housing in Warwick was built before 1979. Lead paint was used until 1978, creating a hazard assumed to be present in housing built before that time. A high rate of lead poisoning has been recorded for children (6% with blood lead level of 10 µg/dL or higher). The hazard of lead paint is an impediment to access decent housing.
- The condition of housing in Warwick is good to excellent. According to CHAS tables, there are less than 1% of housing units occupied by households reporting any substandard conditions in 2000. In Warwick, there are 10 of units of assisted housing occupied by AIDs patients.



# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

- As reported by their Department of Labor and Training, Warwick added more than 7,800 jobs between 1992 and 2001, the most of any community in Rhode Island.
- This growth compares to Rhode Island which lost 44,576 jobs during the same time period. The state did gain jobs in the service and finance industries.
- All major sectors reported job growth in Warwick, including manufacturing (+5%), Finance, Insurance and Real Estate (+44%), and Services (+15%)
- The unemployment rate for Warwick in March of 2004 was 5.3%, compared to Rhode Island at 5.9%. The average wage in Warwick was \$29,215, with the highest sector averaging \$43,373 (Finance, Insurance & Real Estate); the lowest was retail trade at \$17,544. This compares to the state where the average wage was \$32,186.



# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Specific Housing Objectives

1. The City of Warwick will use two approaches to achieve specific objectives addressing housing needs. First, Warwick will directly benefit households in need, according to the priority listing in the housing needs table (H for High Priority) with two programs
  - The housing rehabilitation program. The community development program assists qualified homeowners with deferred, low-interest loans. It also assists with multi-family rehabilitation. Below market rate loans are used for investor property, with rent restrictions. The program is expected to assist 51 households in each of the next 5 years for a total of 255 units.
  - Sewer improvement program. The community development program will assist 185 income qualified households a year to connect to new sewer lines. There will be total of 925 households assisted over the five year period.

Second, the City partners with agencies and non-profits to provide housing and housing services. Those partnerships providing both housing, homeless shelter and housing services are: Westbay Community Action, House of Hope, RI Family Shelter, Elizabeth Buffum Chace Center.

2. In addition to the community development block grant, numerous sources of funding will address needs identified in the strategic plan. Private funding will finance market rate housing with affordable units. Private funding from charitable donations, including the United Way, also supports a number of non-profits providing housing and housing services.

State funding will also support the non-profits with programs such as those aimed at serving the homeless.

Rhode Island Housing and the Rhode Island Housing Resources Commission also provide funding for housing in Warwick. The Commission administers the Neighborhood Opportunity Program. RI Housing is a “pass through” for HUD funding through the HOME, ESG and HOPWA programs. The City assists its non-profit partners to access resources and coordinates the use of community development funds used in conjunction with those programs. RI Housing also makes available tax exempt financing to support rental and homeownership housing.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Needs of Public Housing

The Warwick Housing Authority (WHA) is the largest provider of assisted housing in the City of Warwick. The WHA is a “standard performer” according to HUD’s rating system.

The WHA owns and operates 481 units in six housing developments throughout the City. All of those developments were built to house the elderly and now also have some housing units occupied by disabled people.

The WHA owns 36 homes in single family units and duplexes as part of a “scattered site program”. These homes accomplish two goals. First, it provides larger sized units for families with a number of children. Secondly, it provides an assisted housing opportunity in census tracts where such housing was not available previously. The housing is often used for public housing tenants participating in the housing authority’s self-sufficiency program.

	<b>Elderly</b>	<b>Disabled</b>	<b>Family</b>	<b>Totals</b>
Public Housing*	460	21	36	517
Sec 8 Tenant Asst.	36	78	129	243
Sec 8 Proj. Based	0	1	8	9

*\*Including Scattered Site*

The WHA public housing developments are generally in good condition. The WHA continually applies for modernization funding and has completed over \$3 million worth of improvements over the past 5 years. Depending on funding availability, the WHA expects to complete \$2.5 million of improvements over the next five years. The priority will be for the following types of improvements:

- Structural systems (roofing, etc)
- Heating Ventilation and Air Conditioning
- Conversion of apartments
- Site Improvements (sidewalks, parking lot, exterior lighting)

The WHA has completed a Section 504 needs assessment, and modified public housing units accordingly. Approximately 5% of all of the WHA owned units are handicapped accessible.

## The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

The WHA manages a Section 8 program, placing assisted individuals and families in privately owned rental units. The Authority typically has between 250 and 260 units under rent in the Section 8 program. The WHA is actually authorized by HUD for a total of 350 units, so the “rent up” is only 71% of what is available to the Authority. The “rent-up” percentage is low because allowable rents are not competitive in a market where rents are escalating. Most of the participants of the Sec 8 program (86%) are families. The discrepancy on rents can be compared for a one bedroom units. The Fair Market Rent allowed by HUD is \$541 per month, including utilities. The rent level recently reported by RI Housing (actual market) is \$756 for a one bedroom, not including utilities.

In addition to public housing units, RI Housing has catalogued assisted units receiving assistance through its programs. A total of 1,021 units of elderly housing have received the benefits of RI Housing financing; 153 units have received the benefit of HUD 202 financing. For family housing, RI Housing shows 91 units receiving the benefits of tax-exempt housing.

The WHA also has two Section 8 project-based contracts with seven units owned and managed by the Women’s Development Corporation. A second project is under development with the House of Hope providing 13 units of transitional housing in Warwick for homeless people. On average, the WHA has a waiting list of over 400 families/individuals. The WHA has a preference in its waiting list for working families, veterans and Warwick residents.

The WHA also has established a non-profit corporation to develop assisted housing. This corporation presently owns two pieces of property.

The Housing Needs of Families on the Public Housing Waiting List are represented in the table below. Extremely low income (60%) and elderly families (51%) have the highest representation on the list of 261 families. The WHA expects to open its waiting list again this year.

The Consolidated Plan for the City of Warwick 2005-2009  
Strategic Plan

**Housing Needs of Families on the Public Housing Waiting List**

	# of families	% of total families	Annual Turnover
Waiting list total	261		65
Extremely low income <=30% AMI	157	60%	
Very low income (>30% but <=50% AMI)	78	30%	
Low income (>50% but <80% AMI)	26	10%	
Families with children	35	13%	
Elderly families	133	51%	
Families with Disabilities	99	38%	
White	238	91%	
Black	6	2%	
Hispanic	17	7%	
Race/ethnicity	N/A	N/A	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	226	87%	
2 BR	21	7%	
3 BR	12	5%	
4 BR	2	1%	
5 BR	0	0%	
5+ BR	0	0%	

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

The Housing Needs of Families on the Section 8 tenant-based Waiting List are represented in the table below. Of the 102 families on the list, extremely low income (100%) and families with children (85%) have the highest representation. The WHA expects to open its waiting list again this year.

## Housing Needs of Families on the Section 8 Tenant-Based Waiting List

	# of families	% of total families	Annual Turnover
Waiting list total	102		
Extremely low income <=30% AMI	102	100%	
Very low income (>30% but <=50% AMI)	0	0	
Low income (>50% but <80% AMI)	0	0	
Families with children	87	85%	
Elderly families	6	6%	
Families with Disabilities	9	9%	
White	42	41%	
Black	22	22%	
Hispanic	35	34%	
Native American	3	3%	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	12	12%	
2 BR	50	49%	
3BR	31	30%	
4 BR	9	9%	
5 BR	0	0%	
5+ BR	0	0%	

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Public Housing Strategy

1. The Warwick Housing Authority's strategy to service the needs of extremely low-income and low-income population is the following:
  - Expand the supply of assisted housing when opportunities are present. The Authority intends to work for new public housing developments and developments owned and operated by its non-profit subsidiary. Over the past several years, the WHA has pursued several projects. The projects were not successful because of site development issues. The WHA faces two challenges for the development of public housing. The first is the lack of developable land in Warwick. The second is the cost of what developable land remains. The WHA has developed innovative approaches for the Section 8 program, including a partnership with the City of Warwick lead program to offer special incentives for participating landlords. The WHA has also leased Section 8 units in property which it financed (Trafalgar East – see below) for affordable housing.
  - Developing partnerships with non-profit agencies. For instance, the WHA is developing 13 units of project based Section 8 units in Warwick with the Warwick House of Hope, a non-profit that services the homeless population. These 13 units will provide transitional housing for families. Supportive services will be provided by the House of Hope.

The WHA's strategy to service the needs of the moderate income population is two fold:

- The WHA will work with for-profit or non-profit parties to develop mixed use housing, including publicly owned or Section 8 project based housing, depending on available funding.
- The WHA will offer targeted finance for moderate income housing. In 2002, the WHA issued bonds in the amount of \$10 million for a mixed use rental property at Trafalgar East in Warwick. The project included a total of 200 units, with 40% or 70 units as "affordable" units, with income restrictions managed by the owner and verified by the WHA.

Depending on funding availability, the WHA works to revitalize and restore public housing projects and improve the living environment of those residing in public housing with several steps. The WHA continually applies for modernization funds. Over the past 5 years, the WHA has completed over \$3 million in improvements to maintain the integrity of buildings. This work includes roof work, electrical and other work to make buildings safer and comply with new fire codes.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

2. The WHA’s staff works continuously with a Resident Advisory Board. This board meets formerly every quarter with the Executive Director and reviews issues of importance to the WHA and its development. The Resident Advisory board makes suggestions and reviews changes to policies. In addition the WHA continues to seek funds to start a family self-sufficiency program. The WHA also offers its tenants information about homeownership seminars, available through WestBay Community Action.

The WHA has also submitted a Disposition Application to dispose of 26 efficiency units. The development, Fr. Olson Terrace, is in an area that has experienced significant change to a predominantly commercial area with heavy traffic, near T. F. Green Airport. The design of housing does not meet “504” and other needs of the elderly. The WHA is actively seeking sites to develop replacement housing.

## **Barriers to Affordable Housing**

Housing affordability is a critical issue for Warwick and Rhode Island. The average purchase price for a single family home in Warwick (including condominiums), went from \$125,000 in 1999 to \$220,000 in 2004, an increase of 76%. The average wage in Warwick, however, increased by only 39% for the ten year period to 2004.

According to RI Housing, the average rent in 2003 for a studio apartment in Warwick was \$693; for a 1 bedroom, \$756; for a 2 bedroom \$902; for a 3 bedroom, \$1,165. These numbers represent an increase of 11% in one year for one and two bedroom apartments.

The City of Warwick has addressed the development, maintenance and improvement of affordable housing in several ways as follows:

- Tax policy. The City’s tax policy recognizes special status of the elderly and the disabled, assisting them to lower the costs of maintaining their residence in Warwick. The City provides for an exemption of \$6,000 in valuation from homes owned and occupied by residents who are 65 years of age or older. In addition there is “circuit breaker” credit with an income qualification for both the elderly and the 100% disabled:

Income Range		Tax Credit
\$0	— \$11,925	\$800
\$11,926	— \$13,415	\$700
\$13,416	— \$14,907	\$600
\$14,908	— \$16,398	\$500
\$16,399	— \$17,888	\$400

## The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

- Zoning. The zoning process grants a density bonus for multi-family developments of 15% for low income or elderly developments. The density bonus is a clear indication of zoning flexibility for affordable housing. The zoning ordinance also reflects the Americans with Disabilities Act (ADA) provision for accessibility in housing.
- Affordable Housing Task Force. The Mayor appointed an Affordable Housing Task Force which issued a report in 2000. The report included a statement of need, recommendations and resources for the following categories of the housing issue: homeownership, housing preservation, rental, elderly, homeless, special needs. With Community Development providing staff, the Committee continues to meet, and update their report periodically.
- Non-profit development of affordable housing. The City will work with its partners including Westbay Community Action and the House of Hope for the development of affordable housing for low- and moderate- income households and transitional housing for the homeless.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Homeless

### Homeless Needs

The Emergency Shelter Information Project (the Project) is the authoritative information source for homeless needs in Rhode Island, based on the information collected at the 24 shelter providers who are members of the Project. Three shelter members are located in Warwick: House of Hope, RI Family Shelter and Elizabeth Buffum Chace (EBC) Center. These shelters are also part of a network which works on a cross-referral basis.

The most current Project report covered the period from July 1, 2003 to June 30, 2004 and included information submitted to the RI Homeless Management Information System (HMIS). For the purpose of the report, a homeless person was defined as anyone who sought shelter, for whatever reason or whatever length of time.

For several years, the Project has defined the homeless situation as a crisis. In the reported one-year time period, 6,020 people used a shelter, a 6% increase from the previous year.

The report pointed to the fact that Warwick was the last residence (place of origin) for 223 shelter clients or 3.7% of the total homeless population. This place of origin indicates that Warwick has a proportionally smaller homeless need than its population as a percentage of the state's population. Nonetheless, Warwick has supported and will continue to support sheltering and social services for the homeless with the resources provided to the House of Hope, RI Family Shelter, and the EBC Center.

The Project's report indicates the characteristics and need of low-income individuals and children who are currently housed but at imminent risk of either residing in shelters or become unsheltered. The Project does this by profiling those who did use shelters: those having no income and experiencing high housing costs.

In Rhode Island, the first time homeless are "more likely to be employed, are slightly more educated, and are less likely to have drug and alcohol problems. Those experiencing chronic and long term homelessness are more likely to have come from other shelters or the street as opposed to apartments or the homes of family or friends. They are also less likely to be employed.... The chronically homeless are more likely than the long-term homeless to have drug and alcohol problems and are the youngest group."

The Project points out a trend toward longer term homelessness. "The percentage of shelter clients who have been homeless for one month or less declined from 65% to 53% to 40% over the last two years. The percent that have been homeless for six months or longer increased from 13% to 20% to 30% over this same period. Yet, most of the clients in the shelter system were in emergency shelters (about 80%) while about 20% were in domestic violence shelters." The

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

Project reported that 26% of total clients were children; 79% of admissions were single persons and the other 21% were families, primarily female-headed families.

The Project also reported on racial and ethnic profile of the homeless in Rhode Island: “22.6% of the clients who reported their race/ethnic status were Black, 1.1% were Asian-American, and 2.5% were Native American. The 21.1% who gave their race as other were overwhelmingly Hispanics. In answering a separate question on ethnicity, 20.3% of clients said they were Hispanic.”

## **Priority Homeless**

The Continuum of Care is a year-round effort to effectively plan and coordinate a response to the issue of homelessness. In particular the Continuum of Care works to eliminate chronic homelessness, and create permanent housing solutions. The Rhode Island Office of Homelessness Services and Emergency Assistance (OHSEA) leads the Continuum of Care Process for the state, tracking progress in monthly meetings. The OHSEA is a member of the Rhode Island Housing Resources Commission (HRC), a twenty-seven member permanent commission that facilitates the completion of the State housing policy.

The priority homeless needs for Warwick will be addressed through the non-profits listed below. That priority need will be emergency shelter for women and their children as well as transitional housing for homeless families.

## **Homeless Inventory**

Homelessness is a problem that affects men, women, and children in different ways. Warwick is served by several non-profits who provide innovative and traditional solutions to the problems of homelessness. These different non-profit organizations offer a range of services including emergency, transitional, and permanent supportive housing. Although these facilities are all based out of Warwick, their client intake is not exclusive to Warwick. Rather they draw from the entire state of Rhode Island. Likewise, there is a multitude of facilities throughout the state that service the entire population of Rhode Island, including people who were previously Warwick residents.

The House of Hope was established in 1989 to shelter homeless families in crisis and to assist them in developing skills to live independently. Since its founding, the House of Hope has bought, built, renovated and currently manages seven multi-unit housing properties for the homeless. In addition to housing, the House of Hope program provides the following direct social services for families and individuals: budget counseling and case management, employment training, food pantry, cash assistance for basic needs such as utility bills and prescription drugs, life skills training, and referral services for those who are at risk of becoming

# The Consolidated Plan for the City of Warwick 2005-2009

## Strategic Plan

homeless as well as to our homeless residents. As a community development corporation (CDC), the House of Hope creates community and economic development in neighborhoods, villages, cities, and towns throughout Rhode Island. By developing affordable housing and assuring supportive services, the House of Hope empowers individuals and families to reach their fullest potential.

The House of Hope properties includes *Shippen Avenue Emergency Shelter*, a facility that provides short-term emergency housing (three-six month stay) for homeless families and individuals. The *Jefferson House*, a two family house which provides permanent supportive housing for two large families. *Haswill Street*, which are adjacent two-family residences that provide permanent supportive housing for homeless families with disabilities. *Winter Avenue* opened in November of 2003, this permanent residential housing facility provides on-site services for four unrelated homeless women. The *Norwood Apartments*, a permanent housing facility for two families. *St. Francis Convent*, which offers permanent studio apartment units and on-site employment training and placement services to 11 homeless men and women. It will be completed in the summer of 2005.

The Elizabeth Buffum Chace Center has provided a safe shelter since 1981 for women and children who are the victims of domestic violence. Their 23-bed facility averages 150 to 200 individuals yearly. Clients are enrolled in a mandatory program to develop a plan for self-sufficiency once their basic needs are met. Although the EBCC shelter provisions are only available to women and children, all of their other programs are open to male victims of domestic violence. The EBCC also provides transitional housing for some clients in their two single family homes located in two different Warwick neighborhoods. The Elizabeth Buffum Chace Center is in the process of redesigning their space to include 7 new apartments that would fulfill their need for transitional housing. EBC also has a Community Center, established in 2004, to serve those for whom shelter is not an option or necessary, but who need counseling, support groups and other specialized services for themselves or their children. The Center has a resource library of information relating to the issue of domestic abuse and offers a variety of professional trainings. The Elizabeth Buffum Chace Center also offers referrals.

Westbay Community Action Inc, established in 1966, has two units of permanent supportive housing that are filled with families who are homeless or are at risk of becoming homeless. Westbay is in the process of building two more units of permanent supportive housing. They also own five housing units which they lease to 5 residents that have incomes 50% below the poverty level. Westbay sponsors a homeownership program that enables first time homebuyers to purchase a home that is lead safe. They do this through a community land trust model which ensures that Westbay will preserve their ownership of the land by leasing it to the buyer of the house for 99 years. Westbay's Emergency Housing Assistance Program offers measures to prevent homelessness to those eligible households facing eviction, foreclosure, or those living in sub-standard housing. They are in the process of completing renovations on another site in West Warwick that will house homeless families or families that are at risk for homelessness. Westbay builds on average 2 to 3 units a year. They also provide case management, counseling, workforce development programs and referrals to its clients.

# The Consolidated Plan for the City of Warwick 2005-2009

## Strategic Plan

Rhode Island Family Shelter provides emergency homeless shelter for up to 40 people with a maximum stay of 8 weeks. Last year 400 individuals' shelter needs were met by the Rhode Island Family Shelter. Supportive programs in parenting assistance, substance abuse, health issues and budgeting are offered to clients. Rhode Island Family Shelter provides referrals for any service they cannot meet. The population they service includes individuals with children as well as single females. RI Family Shelter is in the process of building six permanent apartments above their facility. The close proximity of these units will enable the shelter to provide supportive services to the families living in them. The shelter is open 7 days a week 24 hours a day.

Homelessness is clearly a community problem, one that needs to be addressed on the city and state level. Rhode Island works to comprehensively approach homelessness through its different organizations which stretch their services across the state. The following list profiles several exemplary organizations that are not located in Warwick but serve its population and cover the state of Rhode Island.

Crossroads (formerly Travelers Aid) is the largest homeless service organization in the state. They provide emergency shelter for the homeless, transitional housing for homeless families, and permanent single room housing for homeless disabled adults. Crossroads offers the following services to complement the housing they provide; case management, education, child care, life skills programs, GED and literacy classes, and a CNA program. Their hours of service are 24 hours a day 7 days a week. Crossroads has plans to launch a micro business in the form of a copy shop. The shop will provide vocational training to the homeless while serving area businesses.

Women's Center of Rhode Island services women and their children who are victims of domestic violence and/or homelessness. Women's Center of Rhode Island has both a residential and transitional program. The residential program works to provide the family with basic needs of shelter, food, clothing and safety. After these needs are met an advocate guides each woman in addressing her goals of finding housing, a job, going back to school and her medical and legal concerns. A Clinical Counselor helps the woman focus on her well-being while a Child Advocate meets with her children. Clients are invited to stay up to two months in this program. The transitional program includes vocational and educational counseling, life skills and job readiness training, as well as case management.

Amos House provides safe housing to both men and women. They operate a transitional apartment program to empower individuals to move towards self-sufficiency. Amos House also supports two rooming houses which provide permanent, supportive housing for homeless men and women with special needs. They facilitate a medical and eye care clinic run by volunteer nurses and doctors. This clinic is used by 1,400 individuals annually. Amos' ACE program is a 14-week culinary education course that prepares individuals to work in the food service industry. Amos House operates a soup kitchen which serves 800 meals daily both breakfast and a full course lunch. Additional social services offered by Amos House include; substance abuse counseling, health care, prescription drug assistance, money management skills, and referrals.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

Amos House has recently partnered with Crossroads to expand their services. The ACE program will be extended from 14 weeks to 16 weeks and will double their allotted spaces from 40 to 80.

Rhode Island Coalition Against Domestic Violence works to eliminate domestic violence in Rhode Island by supporting and enhancing the work of their member agencies as well as providing leadership on the issue of domestic violence. The Rhode Island Coalition Against Domestic Violence (RICADV) was incorporated in 1979 to assist and support Rhode Island's shelters for battered women in statewide planning, program development, systems advocacy and public education/prevention. RICADV's six member agencies have been providing services to victims of domestic violence for the last twenty-five years, always expanding services to provide the support needed for battered women and their children. RICADV works both locally and nationally to improve public policy on the issue of domestic violence. They are an active member of the National Network to End Domestic Violence and the National Coalition Against Domestic Violence. Locally, the Coalition and its members develop an interdisciplinary community response to the problem of domestic violence by working with the Attorney General's Task Force, the Crime Victims Service Providers Steering Committee, the RI Emergency Food & Shelter Board, the RI Housing Commission's Office of Homeless and Affordable Housing, the Department of Human Services Welfare Implementation Committee and the Violence Against Women Act Planning Committee.

The Rhode Island Rural Outreach Project is an example of a local program designed to foster a partnership of the domestic violence agencies across the state. The RIROP links the Elizabeth Buffum Chace Center, Sojourner House, Women's Resource Center of South County, Women's Resource Center of Newport and Bristol Counties. The goal of this project is to bring emergency assistance and services to victims of domestic violence and child victimization through the Community Partnership Teams created out of members of communities served by these four agencies. CPT members; educate the community about its role in preventing family violence, link families affected by violence to the appropriate resources, and identify the barriers to services and work to eliminate these gaps.

## Homeless Strategic Plan

1. Warwick's strategy to address homelessness and priority needs includes the work in homelessness prevention (see below). Warwick relies on close partnerships with four non-profits in providing homeless assistance in the City. Warwick provides ongoing support through the community development program and other resources to these partners, which are listed below and described in detail above:
  - House of Hope. Supportive services, emergency housing, transitional housing
  - Elizabeth Buffum Chace Center. Emergency housing (abused spouse), supportive housing, transitional housing

# The Consolidated Plan for the City of Warwick 2005-2009

## Strategic Plan

- RI Family Shelter. Emergency housing (families)
- Westbay Community Action

The House of Hope, EBC Center and Westbay do outreach work. Each of those non-profits and the RI Family Shelter do assessment work. In addition to the supportive services, these non-profits plan to develop a total of 24 units of emergency or transitional shelter in the near future.

Also, the City directly assists individuals and families who are at imminent risk of become homeless through emergency assistance with its Human Services Department, which will assist with a mortgage payment or rental payment with certain conditions. Westbay Community Action, a City partner, also provides emergency assistance.

2. Warwick's strategy for eliminating chronic homelessness is also centered with the efforts of its non-profit partners, particularly EBC Center and House of Hope who are providing transitional housing and supportive services. Over the next year, the House of Hope plans to expand its transitional housing. The expansion is supported by the community development program. The non-profits listed above are part of a statewide planning network that coordinates all efforts. By supporting their efforts through the Annual Action Plan, Warwick's efforts become incorporated into statewide efforts to reduce homelessness.
3. Warwick's efforts at homelessness prevention are in two projects. First, emergency assistance is available through City budgeted programs at the Warwick Department of Social Services. Second, emergency assistance is also available through Westbay, a non-profit partner located in Warwick.
4. The institutional structure working with homeless needs in Warwick includes two City departments, non-profits and the statewide network working on homelessness. Within the City, the Office of Housing and Community Development coordinates support for the non-profits and provides technical assistance, including help for housing development. The Human Services department provides emergency assistance. The non-profits working in the City are described elsewhere in this section. These non-profits also belong to the Homeless Coalition and the statewide Continuum of Care. The Coalition provides a cross-referral network, critical to shelter in a small state. The statewide Continuum of Care provides ESG and other funding to address homeless issues in Warwick. Warwick also has an Interagency Council on homeless designed to help the city in its efforts to develop and implement a performance based plan to end homelessness through collaboration with local businesses, faith and community based organizations, educational institutions, charitable agencies and other groups.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Community Development

### Community Development

1. The community development needs identified by the City of Warwick fall within the broad program goals to benefit low- and moderate- income persons, to prevent or eliminate slums and blight and to eliminate threat to public health and welfare.

Within these broad nationally legislated goals, Warwick has targeted non-housing needs at the neighborhood level and for certain public services.

#### Public facilities and improvements

The principal community development need is at the neighborhood level and is defined by an extensive neighborhood planning process. Warwick will concentrate its community development resources over the next five years in the Pontiac, Apponaug, Conimicut, East Natick and Oakland Beach neighborhoods. The process that will determine actual activities to be supported by the community development budget at the neighborhood level is a neighborhood planning process. An actual neighborhood plan is developed which measures neighborhood and socio-economic characteristics. While the plans and capital improvement budget are yet to be determined, the overall neighborhood need can be characterized.

Warwick's neighborhoods were originally settled as villages, some of which date back 200 years or more. Aging infrastructure has meant improvement needs for:

- Street
- Sidewalks
- Sewer and water lines

In addition, streetscape and signage elements are needed to demark neighborhoods/ villages and enhance community identification and continuity. Sidewalks would be designed to accommodate handicapped persons and improve pedestrian safety.

Improvements to community facilities, parks and recreation facilities are needed to provide "community" space and further improve the image of the five neighborhoods.

The following activities are listed as a high priority in the community development needs table in order to implement these aspects of the neighborhood plans:

- Public facilities and Improvement
- Parks, recreational facilities

# The Consolidated Plan for the City of Warwick 2005-2009

## Strategic Plan

- Street improvements
- Sidewalks

Other projects in the public facilities and improvements section of eligible activities with a high priority are:

- Senior centers
- Homeless facilities (see homeless sections of Consolidated Plan)
- Child Care centers

Senior centers are community focal points where persons 60 years of age and older come together as individuals or in groups. They gather for services and or activities which enhance their dignity, reflect their experience and skill, support their independence, and encourage their involvement in and with the community. Centers also provide service and service referral for senior diverse needs and interests.

The Warwick community development program has and will continue to support child care facilities principally for non-profit providers. Child care is an essential part of the financial equation for working, low income families, many of whom are female headed. Rhode Island has one of the most progressive child support programs in the country and this complements that operational support. Neighborhood based facilities are an important addition to the community.

### Public Service

Warwick expects to extend most of its public service activities through non-profit partners. High priorities include:

- Public service (general)
- Senior services
- Youth services
- Child care services
- Abused and neglected children
- Mental health services
- Homeownership assistance (see homeless sections)

Senior services include home visitation services designed to address the needs of seniors in their home, as well as agency services provided on site. Many of these services keep seniors in their home, avoiding the higher costs of nursing and assisted living facilities.

Youth services are offered by non-profits to provide a wide array of activities from counseling for troubled youth to social and recreational activities with a positive direction and community connection. Agencies serving youth have conducted research and a survey on needs in Warwick. Among the specific needs are: fitness oriented, well

# The Consolidated Plan for the City of Warwick 2005-2009

## Strategic Plan

organized recreational activities, tutoring and homework help, computer education, substance abuse prevention education, opportunities for social, physical and emotional development, guidance and discipline, cultural diversity appreciation and nutritious meals. Overall, there is a need for a safe, professionally supervised facility offering a range of programs to meet the needs of children and teens when they are not in school. Services should be neighborhood based due to lack of transportation, and be low cost or no cost to the family's financial situation.

Child care services support that key element for family self sufficiency where low income families have a single parent or both parents are working.

Activities concerning abused and neglected children are aimed at an unfortunately persistent issue. National statistics indicated that 1 in 4 girls and 1 in 6 boys will be sexually abused before reaching the age of 18. In Rhode Island, during 2003, there were 271 indicated allegation of sexual abuse reported to the RI Department of Children, Youth and Families (DCYF). Child victims of sexual abuse have special needs and concerns, and are extremely vulnerable to revictimization. Services under this activity could pursue cases, minimizing the effect on the child. This is a special kind of mental health service, including crises intervention, assessment and ongoing individual and group therapy. Other issues that often have to be addressed include: domestic violence, immigration difficulties, lack of insurance, substance abuse, financial crisis, housing issues, language barriers, lack of transportation, lack of childcare for other children in the home, and other concerns often preventing a family from focusing on their child's sexual abuse.

Mental health services addresses mental health, substance abuse and a broad range of issues including domestic spouse abuse.

### Other activities

The construction of housing is an important activity for the community development program in Warwick, enabling the City to assist in non-profit development of affordable housing.

Housing rehabilitation activities are at the core of the community development program and are reviewed as a housing priority elsewhere in the Consolidated Plan.

Administrative funds are needed to implement these community development programs; housing, homeless and non-homeless special needs program. The administrative funding allows staff to manage community development and also engender neighborhood leadership and non-profit coordination.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## 2. Priority needs were assigned based on:

- Outreach to the community. Needs were identified by participation in public hearings and proposals received from non-profits. Consultations were completed with community stakeholders who also identified priorities.
- Staff experience. Staff with extended tenure in their positions has identified needs and projects/programs to meet those needs.
- Research and consultant input. The 2000 Census and the CHAS tables assisted in reviewing need and program definition.
- Neighborhood planning. An extensive neighborhood planning effort in Warwick defines needs and priorities for each neighborhood.

## 3. Obstacles to meeting underserved needs are as follows.

- Increasing real estate values in the region. These increases mean that affordable and assisted housing is more expensive to provide those in need.
- Changing public policy. Changing budget priorities at the state and Federal levels often make longer term planning difficult.
- Coordination of non-profit activities. Often non-profits who would like to partner with the City pursue similar agenda, particularly for housing. This can lead to a duplication of effort.

## 4. The objectives of the Warwick Community Development program fall into the following strategic categories: neighborhood revitalization, the provision of decent housing, and a suitable environment. Goals achieved in one strategic category will also support each of the other strategic areas. For instance, the housing rehabilitation project will be available city wide, depending on the household income. However, those projects are expected to be concentrated in target neighborhoods. In a like manner, neighborhood infrastructure improvements lead to greater pride and housing investment, improving the quality of housing in Warwick. The activities listed below correspond to the Community Development Needs Table at Tab 4.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

*Strategic Objective: Neighborhood Revitalization*

Discussion: The City of Warwick has a tradition of neighborhood planning for community development. Goals are set at the neighborhood level to deal with aging infrastructure, park and recreation facilities, signage and other improvements. The five neighborhoods are: Pontiac, Apponaug, Conimicut, Oakland Beach, and East Natick.

<b>Neighborhood Revitalization Activities (Accomplishments) and Time Frame</b>		
<b>Project Category</b>	<b>Accomplishments/Activity</b>	<b>Time Framework</b>
Infrastructure Improvements	Street Improvements (201)(c)(03K) Sidewalks (201)(c)(03L) Parks, Recreation (201)(c)(03F) Public Facilities General (201)(c)(03)	1-5 Years 1-5 Years 1-5 Years 1-5 Years
Partner Facility Improvements	Senior Centers (201)(c)(03c) Child Care Centers (201)(c)(03M)	1-5 Years 1-5 Years

Under the objective of neighborhood revitalization, The City of Warwick will undertake infrastructure improvements and improvements to facilities that will assist non-profit partners in service to these neighbors. By improving vehicular and pedestrian transportation and recreation facilities, the City improves the quality of life in the neighborhood. Together with improvements facilities for child care and seniors, this program will foster a sense of solidarity and pride among residents, strengthening community bonds, reducing behavior such as crime and littering and encouraging residents to become involved in protecting the character of their neighborhoods. The neighborhood planning effort will determine specific location of these improvements, giving residents a sense of self determination. Stronger neighborhoods will result in higher and more stable property values through the neighborhood, which is the “performance measure” outcome for this objective of neighborhood revitalization.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

*Strategic Objective: Provide Decent Housing*

Discussion: Warwick housing programs are expected to continue and assist qualified households in housing rehabilitation and lead reduction. These are activities are administered both directly (housing rehabilitation) and through non-profit partners.

<b>Provide Decent Housing Activities (Accomplishments) and Time Frame</b>		
<b>Project Category</b>	<b>Accomplishments/Activity</b>	<b>Time Framework</b>
Housing Rehabilitation	Rehab; Single-Unit (202)(14A) Rehab; Multi-Unit (202)(14B) Rehab Admin. (202)(14H) Lead-Based/Lead Hazard Test/Abate (202)(14I)	1-5 Years 1-5 Years 1-5 Years 1-5 Years
Prevention of Homelessness	Homeless Facilities (201(c)(03C) Subsistence Payments (204)(05Q)	2-5 Years 1-5 Years
Affordable Housing	Construction of Housing (201)(12m)	1-5 Years
Fair Housing	FH Activities (201)(e)(05J)	1-5 Years

The Warwick Housing Rehabilitation program is expected to rehab 205 units over the five year period, including lead hazard reduction work. Warwick continues to work with non-profits to provide housing and services to homeless and prevent homelessness. Affordable housing activities are also provided through non-profits. Fair Housing Activities are ongoing through the Fair Housing committee and according to the Fair Housing Plan. These activities benefit very low, low and moderate income households. The “performance measure” outcome used for housing rehabilitation will be a higher and more stable property value for the rehabilitated units.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

*Strategic Objective: Provide Suitable Living Environment through Targeted Public Services*

Discussion: Warwick works through non-profit providers to address categorical community needs.

<b>Provide Suitable Living Environment Through Targeted Public Services Activities (Accomplishments) and Time Frame</b>		
<b>Project Category</b>	<b>Accomplishments/Activity</b>	<b>Time Framework</b>
General	Public Services (201)(e)(05)	1-5 Years
Child, Youth and Senior	Senior Services (201)(e)(05A) Youth Services (201)(e)(05D) Child Care (201)(e)(05L) Abused and Neglected Children (201)(e)(05N)	1-5 Years 1-5 Years 1-5 Years 1-5 Years
Health	Mental Health Serv. (201)(e)(05O)	1-5 Years

All activities in the Community Development program are supported by General Program Administration (206)(21)A).

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Antipoverty Strategy

1. The City of Warwick works to reduce the number of poverty level families both directly and in partnership with non-profit agencies servicing the City's population. The direct programs are through the Office of Housing and Community Development and the Department of Human Services. The principal partnership for the City is through Westbay Community Action. Other partnerships include those with housing and service providers, which work to break the cycle of poverty in the City.

The Community Development programs that prevent conditions that lead to poverty are:

- Housing Rehabilitation. By lowering energy costs and improving the condition of housing, the Community Development program keeps families in affordable housing.
- Lead Hazard Reduction Program. The effects of lead poisoning on children can be devastating to the child's health and the families' finances. By making housing units lead safe, the Community Development program prevents this catastrophe from occurring. The City expects to complete 255 units, making them lead safe, over the next 5 years.

The Warwick Department of Human Services (DHS) also offers a "safety net" service to help prevent permanent poverty status. DHS works in two ways to provide this safety net:

- Emergency assistance. The DHS will help an income qualified applicant to pay bills in the following categories: rent (mortgage), utilities, medication.
- Referral. DHS will refer clients for additional assistance, workforce development and other programs to agencies serving that same need.

Westbay Community Action (Westbay) located in Warwick is the principal non-profit partner for the Warwick Community Development program. In a typical action year, Westbay acts as a sub recipient for several projects.

Westbay is an area wide agency that delivers services in the following areas: housing and housing related services; lead paint hazard prevention; health; infant nutrition and parenting (WIC). Westbay provides a safety net for poverty level families. By providing safety net services, Westbay is able to help the family overcome a temporary set back and reestablish financial security, thus preventing a permanent poverty status for the family.

For instance, Westbay provides an Emergency Housing Assistance Program (State funded) to eligible households facing eviction, foreclosure, sub-standard housing or homelessness. Westbay's affordable housing program reduces poverty by putting low income people in their own homes, where otherwise the family would not be able to afford this type of housing.

# The Consolidated Plan for the City of Warwick 2005-2009

## Strategic Plan

Westbay's workforce development programs also help prevent poverty or help prospective workers escape poverty. Workforce development programs include: literacy, work readiness workshops, resume preparation and other elements. Westbay also provides guidance on using R.I. Employment Services.

Westbay publishes its own newsletter on a quarterly basis. The newsletter is distributed to over 6,000 area residents. Additional outreach efforts are conducted through the local media (newspapers, radio and cable television) and through its presence at community events. Westbay currently employs 55 full-time and 35 part-time staff members. The staff has multi-lingual capabilities including Spanish and Portuguese.

Warwick has a number of agencies that serve the many needs of the poor. The City has funded many of the services offered. Non-profit agencies which work to reduce poverty that have received community development funding for providing programs to the homeless include: the House of Hope, RI Family Shelter, EBC Center. The United Way of Southwest New England has also been at the forefront of assisting the community to prioritize its need with limited funding that is available. The Warwick Housing Authority also works to reduce the number of poverty level families. The WHA plans to apply for funds for a "family self sufficiency program" as it has in the past. This program assists households in budgeting and home keeping skills in preparation for moving to unassisted housing.

The Rhode Island Public Transportation Authority (RIPTA) also provides an excellent transit network for the City, accommodating the needs of Warwick's commuting workforce.

The City of Warwick's work in producing and preserving affordable housing is closely coordinated with a number of the non-profits listed above. For instance, the Office of Housing and Community Development works closely with Westbay in the implementation of the lead program.

2. The anti-poverty strategy will assist in reducing the number of poverty level families, and prevent families from entering the poverty level category. Economic safety nets are in place with the City's program at the Human Service Department and other programs available through non-profits in Warwick, such as the emergency assistance program available through Westbay Community Action.

Westbay plays an important role in this strategy and the City supports that role. Westbay's affordable housing program is another example of a program supported by the City's partnership. Westbay works at the homebuying and rental levels for affordable housing. The homeownership program provides first time homebuyers the ability to purchase a home that has been renovated and is lead safe. Westbay uses a community land trust model, retaining ownership of the land through a 99 year ground lease to the buyer of the house. Westbay also has a program to purchase and renovate rental housing

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

which is then made available to formerly homeless families with rent at a rate substantially below the market. Warwick Community Development expects to continue to support Westbay's program over the next 5 years, as well as similar programs by other non-profits aimed at reducing poverty.

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

## Non-homeless Special Needs

1. The needs for Warwick's non-homeless special sub-populations are indicated in the Non-homeless Special Needs table. This is a recognition, based on HUD data request, that the following require special housing considerations:
  - Elderly
  - Frail Elderly
  - Persons with Severe Mental Illness
  - Developmentally Disabled
  - Physically Disabled
  - Alcohol/Other Drug Addicted
  - Persons with HIV/AIDS and their families
  - Public Housing Residents
2. The type of housing and supportive service needs is directly related to the characteristic of their need. For instance, for HIV/AIDS medical needs, including daily regimens of medications, are a critical element of service support. There is a call for financial assistance addressing a multiple of needs, including housing. Physically disabled needs include mobility issues for those impaired individuals who have trouble moving around their residence.
3. As effective and dedicated as the service non-profits and agencies may be, they do not and cannot meet all the needs of the target client groups but a substantial portion of the need will be met. Given the priority for neighborhood revitalization and housing, it is difficult for Warwick to allocate large amounts to any of these non-profits on a sub recipient basis.

It is probable that the Warwick housing rehab, lead and sewer connection programs will benefit these sub-populations. However, direct action for the sub-populations would have to be through non-profits and, given limited funding, Warwick ranks priority for meeting these needs as a "low", with the following exceptions: housing for public housing residents (#59 in table for "Non-Homeless special Needs Including HOPWA") and supportive services for public housing residents (#67). The Warwick Housing Authority is expected to provide additional housing units. The Interfaith Association for Affordable Assisted Living expects to assist an additional 50 households in public housing. The Association gives homemaking assistance (housekeeping, carrying groceries, shoveling snow) to those households in need of this help.

4. The obstacles in meeting special needs begin with their identification. Often people with special needs are not known to the agencies that can appropriately service them. The

# The Consolidated Plan for the City of Warwick 2005-2009 Strategic Plan

unpredictability of non-profit funding can lead to inconsistencies of service. The general lack of funding in relation to the many needs is also an obstacle.

5. The agencies that work with special needs clients are as follows:

- Rhode Island Division of Developmental Disabilities, Developmental Disabilities Council  
Provides financial support and services to the developmentally disabled.
- Rhode Island Division of Behavioral Health. Provides housing and supportive services to those affected by drug and alcohol abuse.
- Kent House. Provides outpatient and in patient (residential) services to mentally handicapped.
- Ocean State Center for Independent Living (OSCIL). Provides services to mentally and physically handicapped. Does not directly provide housing.
- Kent Center. Provides housing and support services for the severely mentally ill. As well as providing supportive services to those that struggle with alcohol and drug addictions.
- Warwick Housing Authority. Provides housing for the elderly and frail elderly. Supportive services are also now being provided by WAAIL for public housing residents in Warwick.
- AIDS Care Rhode Island. Provides HIV/AIDS patients with housing and supportive housing services.